

STAT

Mr.

*Ammer!*

Mr. Coffey - *will be in Chicago -*

Mr. Bannerma

*25 APR 1969*

Registry

23 APR 1969

**SECRET**

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23 APR 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Critique of Advanced Management Course (Planning)  
13-18 April 1969 (Second Running of Senior Seminar)

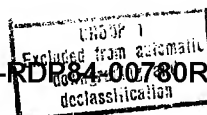
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1. This senior version of the Advanced Management Course (Planning) benefits from the personal direction and "lecturettes" of [redacted] who worked on the development of the course for [redacted] and is intensely interested in it. Aimed at improving the performance of participants on the job through improved handling of their planning responsibilities, it concentrates primarily on the concepts, practices and techniques of sound management including problem solving and decision making, the systems approach as well as alternative approaches to planning, quantitative approaches to decision making and the PPB system. There is also a small element of the GRID approach used in aiding individuals to identify their personal approach to planning.

2. The course ran from Sunday afternoon to Friday afternoon with participants working on "Teams" (5-man) which then reviewed problems in 2-Team "Groups." This approach upheld the course assumption that group decisions are most often better than the decisions of the individual. I'm happy to say that my own group came from the bottom to take the highest ranking (by other groups) on the largest practical problem presentation. While the 8:00 am to 10:00 pm schedule gets rough, the course is interesting enough that the week literally flies by. It was interesting to note (in view of current concern over CT recruitment standards) that several teams had personality conflicts internally which almost immobilized their efforts. My own team worked well together, but for the first three days each time we came together with the other team as a "Group," the first half hour of discussion was a shambles due to the conflict of three aggressive personalities struggling for leadership. This became so obvious that the group worked well together for the remaining half of the course.

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3. While perhaps not new to others on the Staff, I found the exercise on the use of the Means-Ends Chain, the decision making models and "Pay-Off Matrix" construction problems and the practice in rational systematic approaches to problem solving both refreshing and useful. The entire group of 47 were almost unanimous in this opinion.



5. I have my books and notes on the course and will be happy to discuss any part of it at greater length.



DC/PS-DD/S

PS:SWR:kmc/[ ] (23 April 69)

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